

Decreased Hiring Time Improves Quality of Candidates

Ms. Nancy Lane



U.S. ARMY ACQUISITION SUPPORT CENTER

**Human Resources
Summit**



***Civilian Human
Resources Agency***



US Army Acquisition Support Center 2011 HR Summit

***Decreased Hiring Time
Improves Quality of
Candidates***

Presented by:

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19 April 2011



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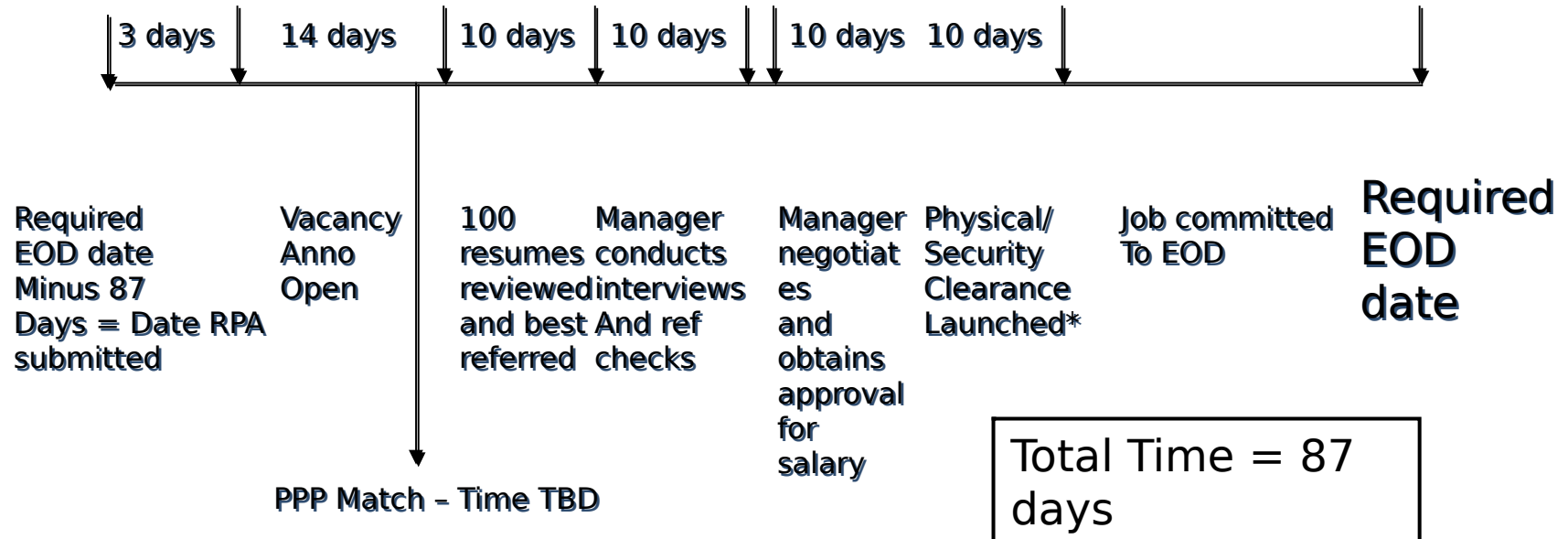
Process, Goals, and Initiatives

- **Civilian Hiring Process**
- **Hiring Goals**
- **Hiring Reform Initiative:
MDW/Fort Myer Beta Test**
- **Civilian Recruitment in the 21st
Century:
From Resumix to USA Staffing®**



The Hiring Process

(Recruitment & Staffing Plan: Easy-to-Fill Positions)



Additional requirements that make a job hard to fill and add time:

- Classifying job description
- Completing job analysis
- Developing recruitment plan
- Credentialing
- Travel Time to New Duty Station



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Military Recruitment versus Civilian Hiring



- **Recruited based on potential**
- **Trained for a specific military occupation**
- **Must meet training and performance requirements in order to remain employed**
- **Develop talent to meet future competency need**

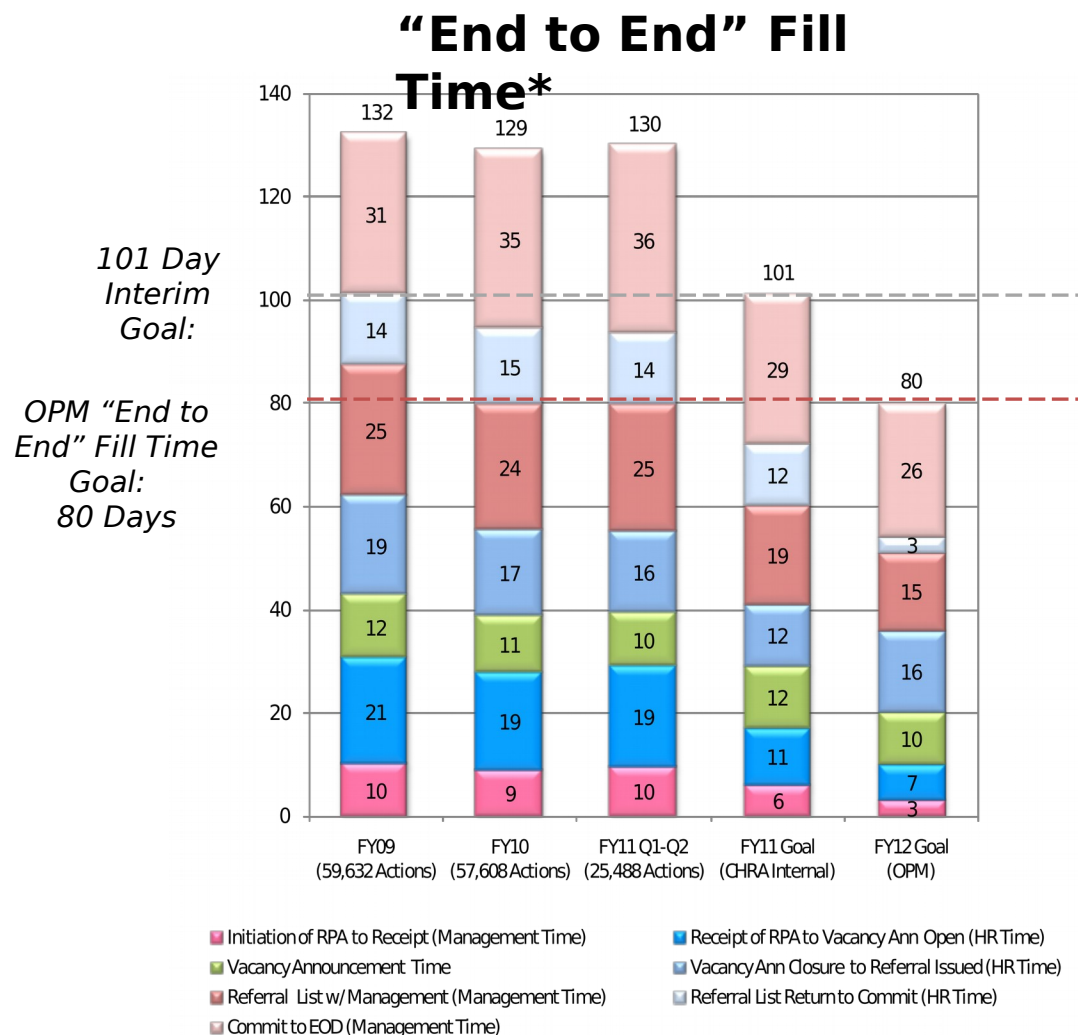


- **Hired based on current knowledge, skills and abilities**
- **Must meet OPM qualifications standards for a specific position in order to be employed**
- **Acquire talent based on current competency need**



Army: End-to-End Fill Time

- Includes competitive actions with a referral list or a vacancy announcement, to include Parent/Child, Open Continuous, and Advanced Recruitment RPAs.
- Covers time from the Initiation of the RPA to the Effective Date.
- Follows most recent DoD guidance.



* The OPM End to End Fill Time Goal excludes classification time; however, CHRA's fill time goals include classification time. Average classification time generally ranges from 2-3 days.



THE CIVILIAN HIRING PROCESS



OPM 80 Day Hiring Model For Delegated Examining

OPM Standards	CHRA "Pink and Blue" Equivalent
10	Commit to EOD (Management Time)
2	
14	
3	Referral List Return to Commit (HR Time)
15	Referral List with Management (Management Time)
16	Vacancy Announcement Closure to Referral List Issued (HR Time)
10	Vacancy Announcement Time
7	Receipt in Personnel to Vacancy Announcement Open (HR Time)
2	Initiation of RPA to Receipt in Personnel (Management Time)
1	
80	Total Time

Management Total Time = 44
Days

Civilian HR Total Time = 26
Days

Open Announcement Time = 10
Days

Total Time = 80 Days

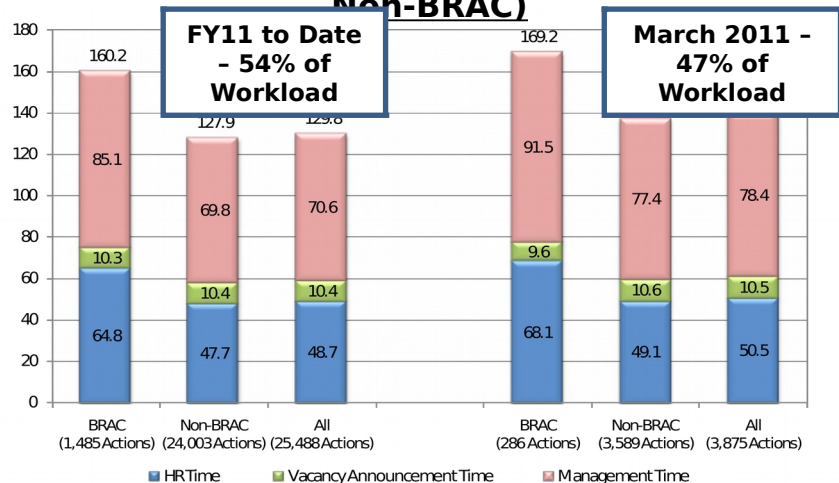
Partnership Between
Management and HR



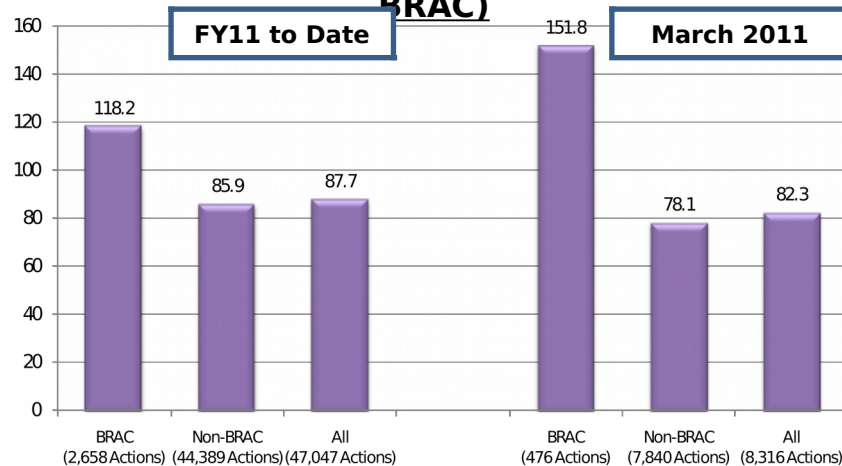
CHRA: FY11 Fill Time - through



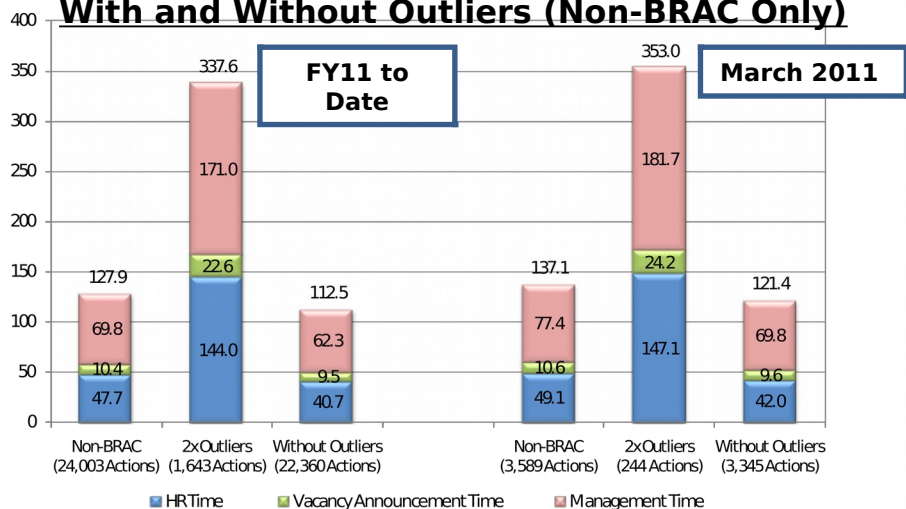
**Fill Time From Initiation To EOD
With Referral or Vacancy (BRAC vs.
Non-BRAC)**



**Fill Time From Initiation To EOD
All Methods Actions (BRAC vs. Non-
BRAC)**



**Fill Time From Initiation To EOD - With Referral
or Vacancy
With and Without Outliers (Non-BRAC Only)**



**FY11 and FY12 E2E Goals - With Referral or
Vacancy *
Number and % of Regions/CPACs Meeting Goals**

FY11 to Date	March 2011
➤ FY11 Goal (101 Days)	➤ FY11 Goal (101 Days)
✓ 0 of 7 Regions (0%)	✓ 0 of 7 Regions (0%)
✓ 23 of 99 CPACs (23%)	✓ 26 of 99 CPACs (26%)
➤ FY12 Goal (80 Days)	➤ FY12 Goal (80 Days)
✓ 0 of 7 Regions (0%)	✓ 0 of 7 Regions (0%)
✓ 5 of 99 CPACs (5%)	✓ 9 of 99 CPACs (9%)

* Excludes BRAC actions and Non-Army Customers (such as DCMA and DECA).



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HIRING PROCESS REFORM

ARMY BETA TEST



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How to Accelerate the Hiring Process?

In Coordination with OSD conduct Beta Test

Phase 1

Pre Planning/Forecasting

Goal – Quality hires in less than 80 days

FY XX Begins
Phase 2: Staffing
Phase 3: DISS & PSIP
Phase 4: Auto-EOD

FY XX minus 6 months

- ID projected vacancies for next FY.

- Complete management review of job descriptions, prepare assessment instruments and interview questions.

RPA's submitted as vacancies are identified or occur; processed using pre-positioned documents from Phase 1.



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Key Messages

- Goal: Quality hires in less than 80 days
- Pre-planning and HR/RM/Mgmt partnerships are critical
 - Annual Staffing Plans
 - Review of key recruitment documents
 - Up-front approvals in place
- Outcomes
 - Reduce fill time
 - Reduce rework
 - Improve quality of hires



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From Resumix to USA Staffing®



Current Hiring Context

Challenge: Target high-quality applicants and make consistent, accurate, and merit-based distinctions among them

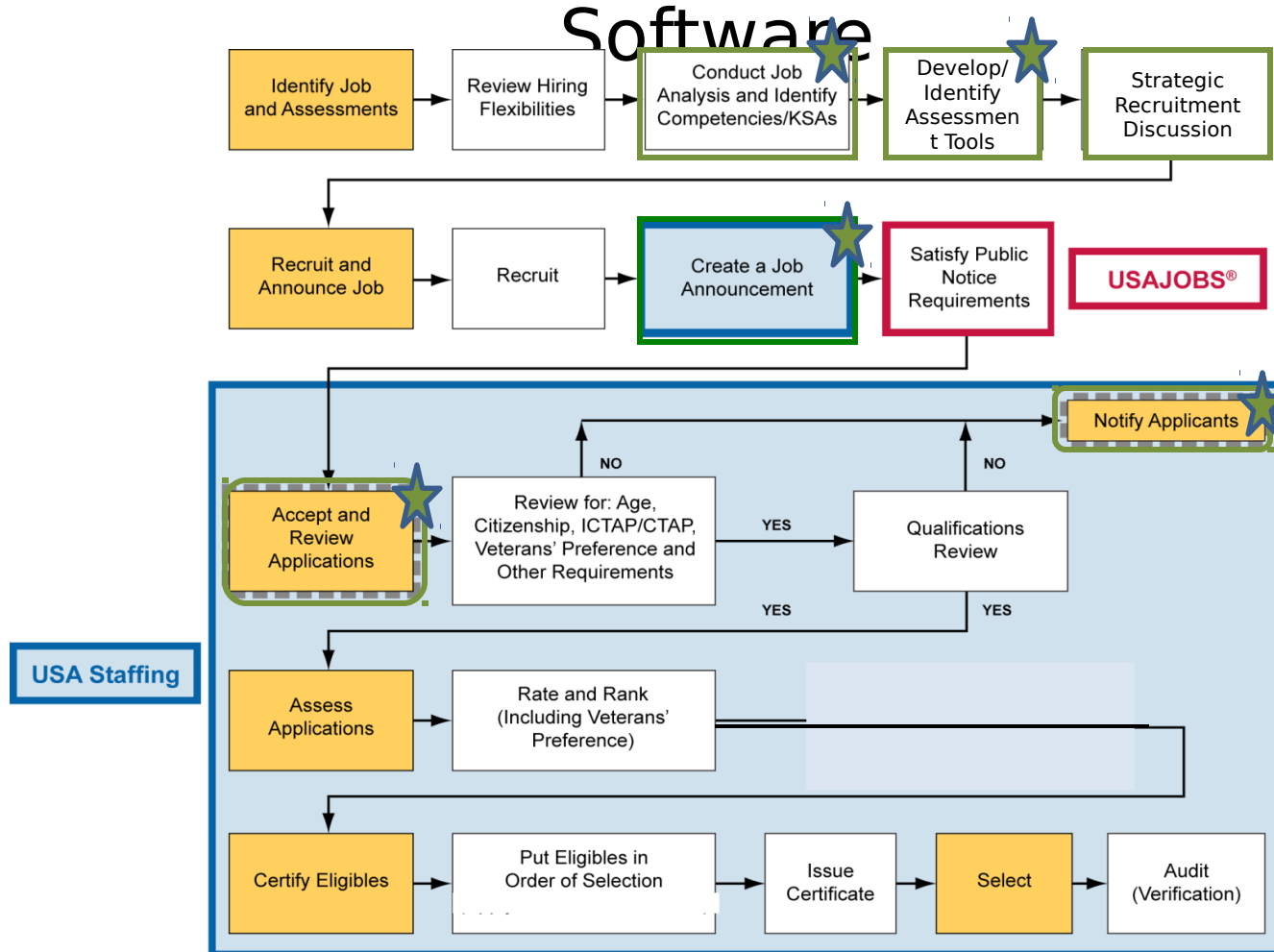
- DoD: Hiring Reform is Mission Critical
- Timeliness goals (80-day E2E hiring process)
- Need high quality hires
- High applicant volume
- Competing Staffing Priorities: BRAC, Hiring Pause, Strategic Workforce Planning, etc.



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USA Staffing: Federal Civilian Recruitment Software





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Characteristic	Resumix	USA Staffing
Consistency across Defense Components/Agencies	Some use core systems	DoD-wide Implementation
Meets Hiring Reform Requirements	With additional programming	Meets
Quantity of Applicants	High	Moderate
Recreational Applicants	Encouraged by ease of application	Discouraged by occupational questionnaire Tend to “opt out” prior to submission
Applicant Resume	Single text file, limited length	Store five (5) resumes, applicant chooses format and length
Assessment Methodology	Resume keyword logic Limited SME involvement	Self-reporting through position-based questionnaire Extensive SME involvement
Applicant Notifications (Touchpoints)	Online through Answer	Email and online through Applicant Manager
Viewed by stakeholders	Primarily negative	Primarily positive



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Transition

- Phased transition by CPAC/NAF HRO
- During Transition
 - APF vacancies use Resumix until site deployment
 - NAF vacancies use current manual process until site deployment
 - All announcements posted on www.armycivilianservice.com and www.USAjobs.gov
 - “Apply Online” links to applicable process: Application Manager (USA Staffing) or Vacancy Announcement Board (Resumix) Via USAjobs
 - Applicants follow instructions in job announcement



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Communication with Customers and Stakeholders

- Site specific communications plans developed to reach
 - Managers
 - Employees
 - Command HR Staff
 - Labor Relations Specialists
 - Union Officials
- A variety of communications techniques and materials
 - Briefings
 - Installation Newspaper/Newsletter Articles
 - Brochures
 - Demonstrations
 - On-line Information at CHRA/CPAC websites



Backup Slides



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Mission

Recruit, develop, and sustain a professional civilian workforce through effective, efficient, and responsive Human Resource (HR) products and advisory services.

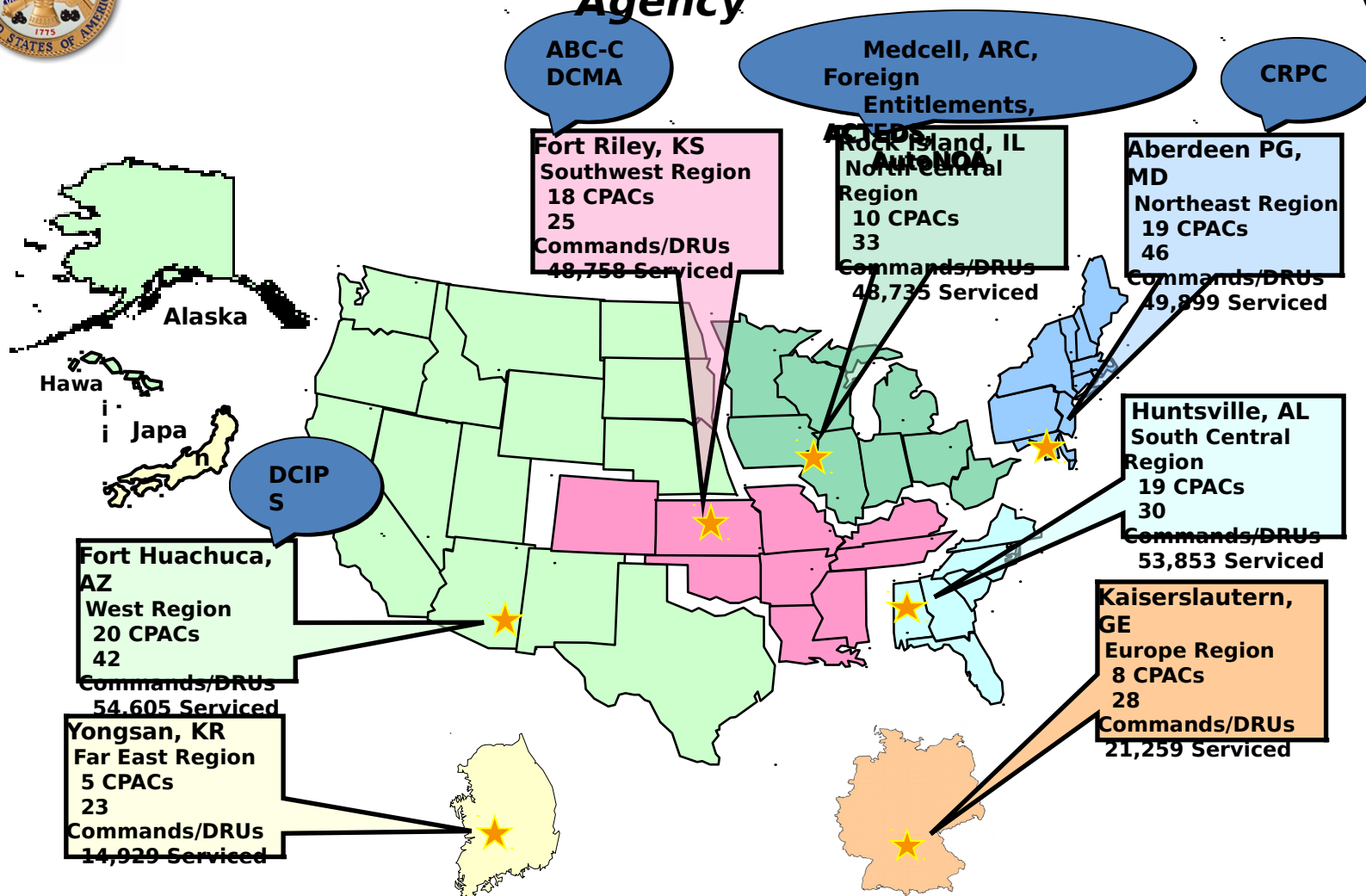
Provide comprehensive HR Services, Advice, and Support for all HR functional areas:

**Training
Classification
Recruitment & Staffing
Compensation & Pay
Management & Employee
Relations
Performance Management
Labor Relations
Workers Compensation**

**Actions Processing
Records Maintenance
Central Resume Processing
Retirements
Human Capital Workforce -
Advice & Assistance
Succession Planning
Benefits - Advice &
Processing**



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99 Civilian Personnel Advisory Centers (CPACs)
292,038 Served Customers

Data as of 1 February 2011

**Numbers include Appropriated Fund and Local National Army employees only. 29,843 NAF and 12,859 non-Army employees (i.e., DCMA and other DoD employees) are not



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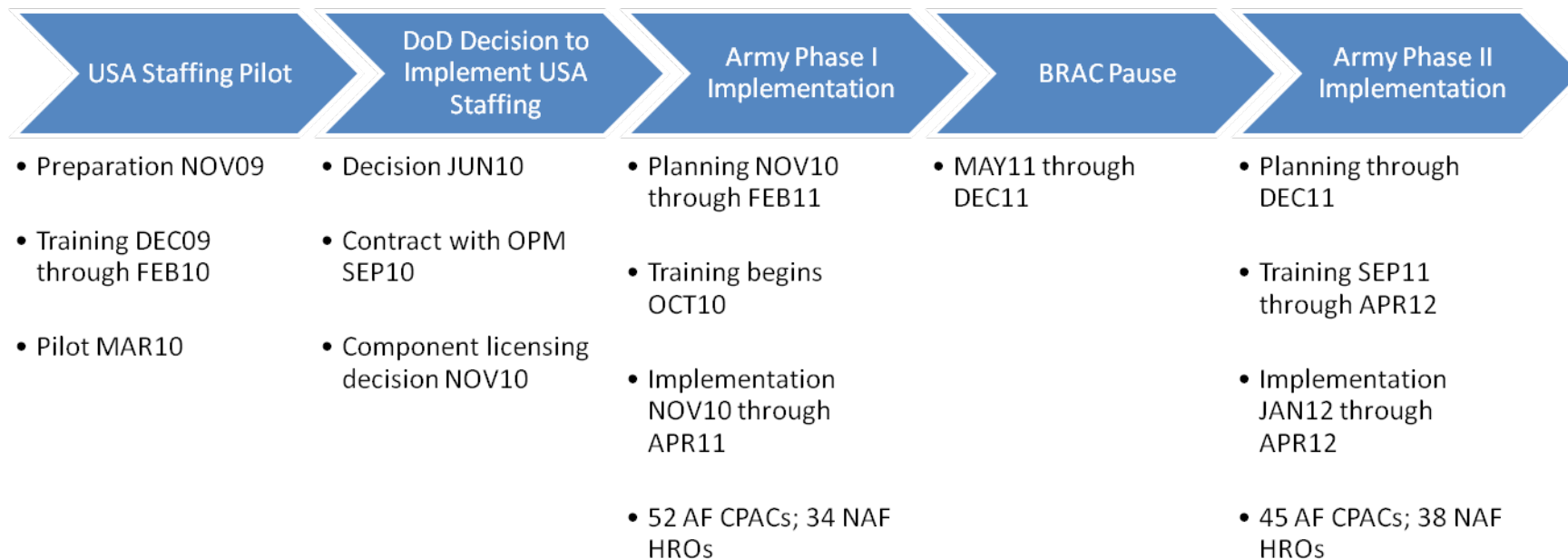


Army Transition Status

- Projected deployments through 30 April 2011
 - 52 CPACs
 - 34 HROs
- Pause from May through December 2011
 - Focus on BRAC
 - Assess feedback from managers, HR community, commands, other stakeholders
 - Update and reissue business process documents
- Resume deployments in January 2012
 - 45 CPACs
 - 38 HROs



Implementation Timeline





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CHRA's Implementation

- Educating workforce, applicants, stakeholders, and HR community
- Balancing production and learning curve
- Developing and documenting business process changes for consistent application throughout HR community
- Refreshing job analysis skills
- Collecting and sharing lessons learned
- Publicizing best practices
- Analyzing results



Opportunities for Managers with USA Staffing

- Job analysis and questionnaire development
- Plan candidate evaluation (selection panels, interviews, reference checks, etc.)
- Selection Manager documents evaluation process (optional), including interview and panel and outcomes

Selection Manager | HOME | MY ACCOUNT | BATCH DOCS | LOGOUT

Certificate View | Hiring Actions View | Applicants of Interest

Vacancy: 103764 | Position Title: HR Specialist | Certificate Number: MT-10-BIS-0169250 | Grade: 11 | Location: Springfield, OH | Specialty: HR Specialist (Recruitment and Placement)

Return List to HR Office | Set All | Clear All | Due: 5/14/2010 | Print

Applicant List | Certificate Information | Selection Notes

Applicant Name	Last 4 Veterans of SSN	Veterans Pref	Priority Category	Selection Action	Action Date	Docs	Responses	App Notes	
Hummel, Kurt	1128	NV	ICTAP						
Hudson, Finn	1126	CPS - Adj							



Navigating the Manager Dashboard

The system will display four navigation buttons on the top right of each screen.

The screenshot shows the 'Selection Manager' dashboard. At the top, there is a navigation bar with links: HOME, MY ACCOUNT, BATCH DOCS, and LOGOUT. Below this, a welcome message reads 'Welcome, William Schuester!' next to a help icon (a question mark in a circle). A central message box states: 'The My Hiring Actions window shows all work that you have been assigned. The My Hiring Alerts window shows those specific items that are new, due within 5 days, and past due.' The dashboard is divided into two main sections: 'My Hiring Actions' and 'My Hiring Alerts'. Under 'My Hiring Actions', there is a section titled 'Vacancies By Customer:' with a sub-section 'Automated Systems Management Branch (1)' containing a link 'HR Specialist - 103764 (3)'. Under 'My Hiring Alerts', there are three sections: 'New' (a link to a new certificate), 'Past Due' (a certificate that is 1 day past due), and 'Upcoming Due Dates' (a certificate due in 4 days).

Selection Manager HOME MY ACCOUNT BATCH DOCS LOGOUT

Home Welcome, William Schuester!

The My Hiring Actions window shows all work that you have been assigned. The My Hiring Alerts window shows those specific items that are new, due within 5 days, and past due.

My Hiring Actions

Vacancies By Customer:

Automated Systems Management Branch (1)

- [HR Specialist - 103764 \(3\)](#)

My Hiring Alerts

- You have a new certificate. [MT-10-BIS-01708S0](#)

Past Due:

- Certificate [MT-10-BIS-01690S0](#) is 1 day past due.

Upcoming Due Dates:

- Certificate [MT-10-BIS-01691S0](#) is due in 4 days.

To access available certificates for a vacancy, the Hiring Official clicks the link under the My Hiring Actions section.



Reviewing Applicants

The Certificate View page displays the following three tabs: Applicant List, Certificate Information, Selection Notes.

Selection Manager

HOME | MY ACCOUNT | BATCH DOCS | LOGOUT

Certificate View

☐ Hiring Actions View

☒ Applicants of Interest

?

Vacancy
103764

Position Title
HR Specialist

Certificate Number
MT-10-BIS-01692S0

Grade
11

Location
Springfield, OH

Specialty
HR Specialist (Recruitment and Placement)

Return List to HR Office

Set All

Clear All

Due: 5/14/2010

Print

Applicant List

Certificate Information

Selection Notes

Applicant Name	Last 4 of SSN	Veterans Pref	Priority Category	Selection Action	Action Date	Docs	Responses	App Notes	<input checked="" type="checkbox"/>
Hummel, Kurt	1128	NV	ICTAP	<input type="text"/>					<input type="checkbox"/>
Hudson, Finn	1126	CPS - Adj		<input type="text"/>					<input type="checkbox"/>



Sharing Certificates

Selection Manager

Hiring Actions

Vacancy	Position Title	Announcement Number	Customer
103764	HR Specialist	BSC-103764-1002	Automated Systems

[View Vacancy Announcement](#) [Share Hiring Actions](#)

Request Number	Certificate ID	Specialty	Location
103764-001	MT-10-BIS-01692S0	HR Specialist (Recruitment and Placement)	Spring
103764-001	MT-10-BIS-01710S0	HR Specialist (Classification)	Spring

Allows the hiring official to share the certificate with others involved in the hiring process.

Certificate Details

You may share access to the certificates linked to this request with other users in your customer office.
The following users currently have access

First Name	Last Name	Title	Can Make Selections	Can Share Access
William	Schuester		Y	Y

[Add Assignees](#)

Certificate Details

Select the users to share within your office

<input checked="" type="checkbox"/>	First Name	Last Name	Title	Can Make Selections	Can Share Access
<input type="checkbox"/>	Sue	Sylvester		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	Emma	Pillsbury		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	Carole	Hudson		<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	Grace	Hitchens		<input type="checkbox"/>	<input type="checkbox"/>

[Add](#) [Back](#)



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Changes for Selecting Officials

- Selection Manager
 - The hiring official's online interface to USA Staffing
 - View/share certificate
 - View resumes & cover letters
 - Make notes
 - Annotate/return selection
 - Track the status of multiple certificates
 - Available online from any location (e.g., TDY)



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Talking Points for Managers

- USA Staffing filters job applicants based on their self-evaluation of criteria YOU help select
- The Selection Manager module supports different candidate evaluation processes
- The Selection Manager Dashboard allows you to set alerts or reminders to help meet hiring deadlines



Opportunities for Applicants with USA Staffing

- Flexibility in resume format and number of resumes
- Upload supporting documents once and reuse
- Better understanding of position duties/requirements before applying
- Receive email notifications throughout process

Application Manager

Main Important Links Help Logout
user: applicantnthree

Application Package Status: Complete

Job Title: AUDITOR (CONTRACT AUDIT)
Vacancy Identification Number: 207966 **Closing Date:** Saturday, August 28, 2010
Announcement Number: PH-RCS-207966 **Contact:** Philadelphia Services Branch - (215)861-3074
USAJOBS Control Number: 1663560 [View Announcement](#)
Applicant: APPLICANT N THREE

[Change My Answers](#) [Add Documents](#) [Update Biographic Information](#) [View/Print My Answers](#)

Most information below pertains to the most recent version of your Application Package. ([Explain This.](#))

[Details](#) [Checklist](#)

Status	Item	Required?
✓ Ok	Assessment Questionnaire	Yes
✓ Ok	Resume	Yes
Not Received	Veterans Documentation	Consult Job Announcement
✓ Ok	Qualifications	Consult Job Announcement
✓ Ok	Transcript	Yes



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Application Package

- **Resume**
 - Able to tailor resume to specific job opportunities
 - Must include complete dates (month/year) and hours worked per week for each employment period.
 - May be in the format of choice
 - Can be created using USAJobs template or copied/pasted from Resumix into USAJobs template
 - Must be uploaded under “Resume” in order to receive consideration
 - Only one resume per application will be considered



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Application Package, continued

- Assessment Questionnaire
 - Serves two purposes
 - To determine eligibility
 - To determine qualifications
 - Eligibility and qualification determinations based on selected responses to a series of questions
 - Better demonstrate job specific qualifications



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Application Package, cont.

- Supporting Documents
 - Clearly specified in the announcement to establish eligibility and qualifications
 - Notification of Personnel Action (i.e., SF-50 or DA-3434)
 - DD-214, SF-15, Veterans Administration Letter; Request for Terminal Leave
 - Transcripts
 - Licenses/certifications
 - Additional documentation as required in the vacancy announcement
 - Upload to Applicant Manager and reuse for all future applications



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Changes for Applicants

- Apply through USAJobs/Application Manager
 - Create/store up to 5 different resumes
 - Submit supporting documentation
 - Track status of all applications
 - View messages sent regarding status
 - ✓ Initial acknowledgment of receipt of application package
 - ✓ Qualifications/referral notification
 - ✓ Non-selection notification
- Application package
 - Includes resume, assessment questionnaire responses and supporting documents
 - Everything required before the close of the announcement



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Talking Points for Employees/Applicants

- USA Staffing provides greater opportunity to market yourself for a specific position
- The Questionnaire provides information about the job and what the selecting official is looking for
- During the transition, “Apply Online” will take you where you need to go!



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Need More Information?

- Attend USA Staffing briefings presented by local CPAC
- Review CHRA USA Staffing webpage at:
<http://www.chra.army.mil/usas/index.htm>
- Take OPM USA Staffing Webinar “How Hiring Managers are Improving the Federal Hiring Process”
 - CHRA USA Staffing Home Page <http://www.chra.army.mil/usas>
 - Go To Guides page

Wrap Up / Conclusion

Mr. Larry Israel



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